

NOMINATION FOR AWARD		
AWARD Outstanding Public Affairs Noncommissioned Officer	CATEGORY (If Applicable) MAJCOM - Individual	AWARD PERIOD 1 Jan 01 - 31 Dec 01
RANK/NAME OF NOMINEE (First, Middle Initial, Last) TSgt Carl A. Norman	SSN (Enter Last 4 Only) 2399	MAJCOM, FOA, OR DRU AFMC
DAFSC/DUTY TITLE 3N071, AFMC CMD Newspaper Consultant/News Svc. Editor	NOMINEE'S TELEPHONE (DSN & Commercial) DSN 787-7630, Com 937-257-7630	
UNIT/OFFICE SYMBOL/STREET ADDRESS/BASE/STATE/ZIP CODE HQ AFMC Public Affairs, AFMC/PA, 4375 Chidlaw Rd, Rm N152, Wright-Patterson AFB OH 45433-5006		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last)/COMMANDER'S TELEPHONE (DSN & Commercial) Colonel Donna L. Pastor, DSN 787-6306, Com 937-257-6306, donna.pastor@wpafb.af.mil		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
<p>Overall Effectiveness & Job Accomplishment:</p> <ul style="list-style-type: none"> -A key weapon in AFMC/CC's communication arsenal telling vital AFMC warfighter support mission --Led all MAJCOMs by 2-1 margin in published national-level news stories on Air Force Print News --Created better educated, informed, motivated audiences who understand the AF and AFMC mission -Effectively managed the only daily electronic news service provided by a major command in the AF --Compiled, wrote, distributed 600+ stories and images last year to AFMC's base paper editors --Consistent AF Link story placement kept AFMC issues on the forefront year-round to wider audience --Result: Seamless AFMC coverage--28 AFNEWS stories in one month hammering home key issues! -Deftly researched, wrote and distributed stories on complex issues and programs; translated them into easily understood information. Result: Enhanced exposure, understanding of critical command issues --Tirelessly pursued, and produced articles. Result: Provided 40% of all products featured on AFPN! --Expanded understanding, support of AFMC broad mission by marketing internal stories externally through electronic distribution of products. Result: Regular coverage in national trade publications! <p>Leadership/Organizational & Planning Skills:</p> <ul style="list-style-type: none"> -Surveyed command's editors for most functional, value-added method of news product delivery --Established only MAJCOM daily electronic news service compiling command-wide news products -Collected, compiled, packaged, wrote, distributed news products for 10 AFMC base paper editors, other MAJCOM news service readers, ensuring effective support of AFMC's internal info objectives -Translated 15+ years of experience into practical, timely, effective guidance for the editors he serves -Often led Air Staff and DOD getting the word out on stories with AF impact; regularly set benchmark for others to follow. Result: consistent messages and greater understanding of AF, AFMC issues -Provided policy oversight, direction, training and feedback to the command's 10 base paper editors, many of them inexperienced. Result: His advocacy at the HQ has boosted their confidence, credibility -Recognized need for more training and mentorship of his charges. Capitalized on AFMC's advanced VTC capabilities for training sessions; purchased and distributed valuable newspaper design textbooks -Constantly strove to improve writing skills, worked tirelessly to advance understanding of the news by monitoring professional publications/web sites. Result: Better advice, direction to those he supports <p>Judgement and Decisions:</p> <ul style="list-style-type: none"> -AFMC leaders trust him to communicate their critical issues; "go-to" guy when a story needs telling! --Personally bylined nearly 50 stories; ghost wrote 2 editorials for 4-star on critical and timely topics -Trusted with the toughest jobs! Coordinated all 4-star internal interviews at bases across the command --Personally researches critical issues, conducts frequent interviews with CC, command's top leaders -Thorough knowledge, expertise evident in print, electronic and face-to-face products and venues --Result: Capably explained role and importance of AF's most complex, least-understood command -Aggressively promoted his command's communication initiatives by wisely targeting key media/outlets --Result: Never-before-seen coverage in AFPN, AFTV News, Online News, AF Times, AF Magazine -Selected second year in a row as a lead instructor at annual AF Writer's & Editor's Workshop-superb! <p>Communication Skills:</p> <ul style="list-style-type: none"> -Researched, identified, prioritized critical mission-impact issues to combat command misperceptions --Published more than 200 stories on top issues alone, keeping AFMC issues in the AF crosshairs -Has a nose for news and pursues his stories with passion. Result: Significant increases of AFMC coverage across broad spectrum of media, increasing public understanding of a complex, vital mission -Expertly capitalized on print, broadcast and web media to lead internal communication initiatives --Result: Targeted circulation reached 1.6 million daily--informing, motivating those equipping the AF --Aggressively pursued field input on newsworthy events; tied to quarterly AFNEWS planning process calendar. Result: Increased command exposure AF-wide. #1 MAJCOM in submissions, coverage! -Excellent teacher, mentor providing effective feedback, instruction and counsel to subordinate PAs 		

NOMINATION FOR AWARD *(Continued)*

RANK/NAME OF NOMINEE *(First, Middle Initial, Last)*

TSgt Carl A. Norman

SPECIFIC ACCOMPLISHMENTS *(Use single-spaced, bullet format)* *(Continued)*